



## THE CORPORATION OF THE TOWN OF TECUMSEH

Chief Administrative Officer  
Report No. 01/17

**TO:** Mayor and Members of Council  
**FROM:** Chief Administrative Officer  
**DATE OF REPORT:** January 10, 2017  
**DATE TO COUNCIL:** January 24, 2017  
**SUBJECT:** 2015-2016 Strategic Priorities Progress Report

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### **RECOMMENDATIONS**

It is recommended that:

1. The Chief Administrative Officer's Report No. 01/17 regarding progress in the last half of 2016 on the Strategic Priorities established by Council in 2015 **be received**.

### **BACKGROUND**

At their meeting of March 24, 2015, Council approved the following resolution (RCM-87/15):

1. The five [5] Strategic Priorities set out in Table 4 of the March 24, 2015 Report 03/15 of the Chief Administrative Officer [CAO] **be adopted**; and
2. The CAO **be directed** to incorporate these strategic priorities into objectives and action plans as part of the municipal work plans; and further
3. Administration **provide** various reports, develop policies and assign resources to achieve the Strategic Priorities outlined in this report; and furthermore
4. Progress on these priorities **be provided** in six [6] month intervals.

In the Overview of Strategic Goals illustrated below, we have identified three [3] topics the Town aspires to address, along with the strategic tools available to apply in addressing these strategic goals.

**Table 1**  
**Overview of Strategic Goals**

<p>What the Town Aspires to Do</p>	<div data-bbox="261 369 451 562"></div> <p data-bbox="516 401 1357 506"><b>SMART GROWTH:</b> Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.</p> <div data-bbox="261 600 451 793"></div> <p data-bbox="516 632 1430 737"><b>SUSTAINABLE INFRASTRUCTURE:</b> Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.</p> <div data-bbox="261 825 451 1018"></div> <p data-bbox="516 863 1446 936"><b>HEALTH AND WELLNESS:</b> Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.</p>
<p>What Tools the Town Can Use</p>	<div data-bbox="261 1136 451 1329"></div> <p data-bbox="516 1146 1455 1251"><b>CONTINUOUS IMPROVEMENT:</b> Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.</p> <div data-bbox="261 1367 451 1560"></div> <p data-bbox="516 1367 1422 1514"><b>GOOD GOVERNANCE:</b> Demonstrate the Town of Tecumseh's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.</p>

The Town's Strategic Priorities developed in 2015, along with policies and direction, work plans and resource allocations continued to be addressed and implemented in 2016. The Strategic Planning Session held on January 23, 2015 resulted in the establishment of the Strategic Priorities listed in Table 2.

<b>Table 2</b>	
<b>Strategic Priorities for 2015-16</b>	
1.	Make the Town an even better place to live, work and invest through a shared vision for our residents and newcomers
2.	Ensure the Town’s current and future growth is built upon the principles of sustainability and strategic decision-making
3.	Integrate the principles of health and wellness into all plans and priorities
4.	Steward the Town’s “continuous improvement” approach to municipal service delivery to residents and businesses
5.	Demonstrate the Town’s leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals

**COMMENTS**

Administration has made considerable progress in a number of areas to advance the Strategic Priorities during this term of Council. Table 3 illustrates each of the five [5] Strategic Priorities along with associated Strategic Actions and provides an update on the progress made as of January 2017.

<b>Table 3</b>		
<b>Strategic Goal #1:</b>		
<b>Make the Town an even better place to live, work and invest through a shared vision for our residents and newcomers</b>		
<b>Priority Areas of Focus</b>	<b>Strategic Action Items</b>	<b>Department Responsible</b>
<b>Economic Development in Tecumseh</b>	<ul style="list-style-type: none"> <li>▪ Recognize the importance of revitalization to encourage vibrant and engaging commercial areas that provide a range of goods and services to residents and businesses.</li> </ul>	All
	<ul style="list-style-type: none"> <li>▪ Recognize the importance of the existing employment base and support opportunities for onsite expansion and relocation within Tecumseh.</li> </ul>	All
	<ul style="list-style-type: none"> <li>▪ Support employment attraction efforts in order to increase range of employment opportunities and encourage job creation.</li> </ul>	All
	<ul style="list-style-type: none"> <li>▪ Ensure Tecumseh is a desirable municipality to live, work and invest.</li> </ul>	All

<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Tecumseh Road Main Street Community Improvement Plan (“CIP”) was adopted in January 2016. Its vision is to transform the area into a vibrant, walkable and mixed-use destination through the establishment of urban design guidelines, proposed street and infrastructure improvements and creation of incentives intended to spur private investment.</li> <li>▪ Five CIP Financial Incentive Applications were filed for and approved by Council in 2016, of which two were ultimately paid-out and the other three involve works in-progress.</li> <li>▪ The Tecumseh Road Main Street CIP Streetscape Plan progressed throughout the year, including a number of public consultation events and milestone presentations to Council.</li> <li>▪ Phase 2 of the Shawnee Road/Arbour Street Improvements is 99% complete with only surface asphalt remaining to be completed in 2017.</li> <li>▪ \$3.4 million in initiatives related to infrastructure services to accommodate growth and expansion of existing businesses in Oldcastle continues.</li> <li>▪ Reconstruction of Dumouchelle Street/Outer Drive in the Oldcastle Industrial Park was completed in Fall 2016.</li> <li>▪ Advanced sanitary sewer connections work to support industrial growth in the North Talbot Road and 8<sup>th</sup> Concession trunk sewer areas in Oldcastle was completed.</li> <li>▪ Continued investment in infrastructure to attract new business investment in the old town and Oldcastle communities continues.</li> <li>▪ Tax, water and wastewater rates continue to be among the lowest in the area while supporting municipal services at above average levels.</li> <li>▪ Manning Road Secondary Plan Area-Specific Development Charge was considered at a two week long Ontario Municipal Board (OMB) Hearing late in the year with a decision from the Board anticipated in early 2017.</li> <li>▪ Converted existing streetlight inventory to more energy efficient LED technology resulting in lower energy costs. First cheque for \$196,000 provided to the Town in November 2016.</li> <li>▪ Citizen Satisfaction Survey completed and reported to Council in April 2016. Results were positive showing 99% of citizens are pleased with the overall level of service received. Some areas for improvement include awareness and public engagement.</li> <li>▪ Assisted the Tecumseh BIA in attracting an event organizer to host monthly Night Markets that showcase local businesses. Four night markets were held in 2016. No further plans have been shared from BIA for future night markets in 2017.</li> </ul>	
<p><b>Tecumseh’s Role as Part of a Region</b></p>	<ul style="list-style-type: none"> <li>▪ Explore ways to leverage benefits of regional growth and development.</li> <li>▪ Encourage Tecumseh to play a leadership role, in cooperation with other municipalities in the County, the City of Windsor and across Southwestern Ontario, to promote economic growth and development.</li> <li>▪ For some issues designated by Council, which go beyond the mandate of the municipal corporation, Council should play a</li> </ul>	<p>All</p> <p>All</p> <p>Council</p>

	<p>leadership role for the community and in the region, convening organizations that serve the community and the region, in support of common goals and objectives.</p>	
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Continue to liaise with partner municipalities and Windsor-Essex Economic Development Corporation (WEEDC). Currently working with WEEDC to populate a database of properties available for development in Windsor-Essex. Manager Strategic Initiatives meets regularly with WEEDC and economic development representatives from other municipalities in Essex County to share ideas and support investment.</li> <li>▪ Application submitted to Canada 150 infrastructure funding program to replace grass field with artificial turf at L'Essor High School in partnership with French Catholic School Board.</li> <li>▪ Town's Ontario Municipal Cycling Infrastructure Program Application was approved by Ontario Ministry of Transportation (MTO) for a \$325,000 grant towards the construction of extension of the Regional Greenway westerly to the Rt. Hon. Herb Gray Parkway Trail in conjunction with Essex Region Conservation Authority (ERCA) and County of Essex. Land acquisition for the trail is ongoing and construction is anticipated in early spring 2017.</li> <li>▪ Explored BIA Associate Membership Program. Council approved this concept. Enrollment of members to be addressed by BIA.</li> <li>▪ Partnered with Windsor and LaSalle to host the 2016 CARHA Hockey World Cup in April 2016. Highly successful event with region-wide impact.</li> </ul>	
<p><b>Tecumseh's Development as a Sustainable Community</b></p>	<ul style="list-style-type: none"> <li>▪ Recognize the cultural and natural heritage of Tecumseh and leverage these attributes to create a sense of place and pride, for existing residents and newcomers, and to enhance Tecumseh's distinctive regional image.</li> <li>▪ Encourage a range of housing options in the context of new development.</li> <li>▪ Create a development landscape that reinforces the character and attributes of Tecumseh.</li> <li>▪ Draw on the strengths of past activities in order to inform future decisions.</li> <li>▪ Support growth that enhances Tecumseh as a complete community.</li> </ul>	<p>All</p> <p>Planning</p> <p>Planning</p> <p>All</p> <p>Planning</p>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Banwell Road Black Area Settlement Provincial Plaque (aka Smith Cemetery) and creation of a Storyboard Plaque Policy completed.</li> <li>▪ Various housing developments:                         <ul style="list-style-type: none"> <li>i. Strawberry Ridge Phase IV, 13 of 19 single unit dwelling lots remaining;</li> <li>ii. Estates of Lakewood, 31 of 87 single unit dwelling lots remaining, 12 townhomes all under construction;</li> <li>iii. Petretta (Lakewood Condo Phase II) 59 unit/5 storey condominium under construction, with majority of the units completed and nearing occupancy;</li> <li>iv. Carmalita Court (former St. Anne High School South Campus), 10 of the 48 dwelling units (comprising townhomes and semi-detached units) are currently occupied, 25 are under construction and the remaining 13 have either permits issued or have permit applications filed with the Town;</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>v. Masotti two 6-unit apartment buildings to be constructed at corner of Lesperance Road and Lanoue Street. Projected construction commencement is April 2017.</li> <li>▪ Ongoing implementation of Tecumseh CIP which encourages mixed-use development (commercial, institutional and residential) that is pedestrian oriented.</li> <li>▪ Secondary Plans:             <ul style="list-style-type: none"> <li>i. Manning Road Secondary Plan Area-Specific Development Charge was adopted in October 2015 intended to facilitate commencement of development of this Secondary Plan area with a range of residential development, parks and trails all of which will be integrated with the surrounding neighbourhood. This by-law was appealed to the OMB with a two week hearing held late in 2016. A decision from the Board is anticipated in early 2017;</li> <li>ii. Tecumseh Hamlet Secondary Plan: the final transportation and stormwater management issues are nearing resolution of issues.</li> </ul> </li> <li>▪ New Official Plan: The last four of eleven Discussion Papers were tabled and two Open Houses held to offer an opportunity for public engagement on these documents. A draft of the New Official Plan is anticipated to be tabled with Council in the first quarter of 2017.</li> <li>▪ Adopted amendments to the Official Plan and Zoning By-law to facilitate the development of 21.6 hectares for an industrial subdivision/business park (Del Duca property in Oldcastle). These amendments have been appealed to the OMB with a hearing anticipated in mid-2017.</li> <li>▪ Adopted functional servicing plans for the Manning Road Secondary Plan Area, developing same for Tecumseh Hamlet Secondary Plan Area and the Tecumseh Road CIP.</li> <li>▪ Converted existing streetlight inventory to more energy efficient LED technology resulting in lower energy costs. First cheque for \$196,000 provided to the Town in November 2016.</li> <li>▪ Preparing a Development Manual, still in draft stage.</li> </ul>
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**Strategic Goal #2:**  
**Ensure that the Town’s current and future growth is built upon the principles of sustainability and strategic decision-making**

Priority Areas of Focus	Strategic Action Items	Department Responsible
<b>Tecumseh as a Fiscally Sustainable Town</b>	<ul style="list-style-type: none"> <li>▪ Ensure that “growth pays for growth”.</li> <li>▪ Make efforts to align existing and new infrastructure plans with sound environmental policies, responsible fiscal considerations, and best practices (engineering, planning).</li> <li>▪ On an ongoing basis, review opportunities for budget efficiencies and accommodation of affected ratepayers that can support long-term infrastructure maintenance and expansion.</li> </ul>	<p>Planning / Public Works</p> <p>Planning / Public Works</p> <p>Finance</p>

<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Adoption of the Manning Road Secondary Plan Area-Specific Development Charge in October 2015. It was appealed to the OMB with a hearing held in late 2016 and a decision anticipated in early 2017.</li> <li>▪ Adoption of the Tecumseh Road Main Street CIP, which initiated approval of a number of incentive applications along with initiating the Tecumseh Road Main Street CIP Streetscape Plan and Design process which will strive to achieve the stated vision to revitalize the Town's Main Street through a strategic investment in the public realm.</li> <li>▪ Updated Water and Wastewater Rate Study in-house by administrative staff approved in December 2015. Shift in recovery from variable rate to the fixed rate was implemented for long-term sustainability.</li> <li>▪ Introduction of a New Infrastructure Levy (NIL) to provide funding for new capital investment and emerging services. Approved in 2016 budget with allocations in current year and proposed for annual allocations.</li> <li>▪ Continue to secure sponsorship to provide free or low-cost programs and events to local residents as well as manage funding programs that provide financial support for low-income residents to participate in recreational programs (P2P/Jumpstart). Over \$48,000 was raised through 4 programs benefiting 244 participants. 17 events over 2016 were sponsored.</li> <li>▪ Undertaking a five year update to Parks &amp; Recreation Master Plan which will also include a comprehensive Trails Master Plan inclusive of costing.</li> </ul>	
<p><b>Tecumseh's Role in Creating an Accessible Community</b></p>	<ul style="list-style-type: none"> <li>▪ Promote equity of access to municipal resources from all parts of the Town (geographic, demographic, physical accessibility, etc.).</li> <li>▪ Explore the feasibility of increasing the Town's telecommunications connectivity in its neighbourhoods and facilities.</li> </ul>	<p>All</p> <p>IT</p>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ 2016-17 Accessibility Plan implemented.</li> <li>▪ Accessible Customer Service Policy revised.</li> <li>▪ Tecumseh Accessibility Advisory Committee continues to meet quarterly.</li> <li>▪ Continue to seek partnerships to provide quality internet connectivity for all residents and businesses.</li> <li>▪ Continuous improvement and expansion of municipally provided wi-fi hotspots in town facilities, neighbourhoods and parks.</li> </ul>	

**Strategic Goal #3:**

**Integrate the principles of health and wellness into all of the Town's plans and priorities**

<p><b>Priority Areas of Focus</b></p>	<p><b>Strategic Action Items</b></p>	<p><b>Department Responsible</b></p>
<p><b>Strong &amp; Stable Neighbourhoods</b></p>	<ul style="list-style-type: none"> <li>▪ Encourage growth that supports complete and liveable neighbourhoods for existing and future residents.</li> <li>▪ Improve the opportunities for increased connectivity within</li> </ul>	<p>Planning</p> <p>Parks &amp;</p>

	<p>and between neighbourhoods (e.g. trail networks), to support an improved pedestrian and cycling environment.</p> <ul style="list-style-type: none"> <li>▪ Support a safe pedestrian environment for all residents.</li> <li>▪ Promote health and wellness goals within the neighbourhood planning context.</li> </ul>	<p>Recreation / Planning          Planning / Public Works          Planning</p>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Conducting trail development plans through the preparation of a Trail Master Plan flowing from the Parks &amp; Recreation Master Plan. This will include seeking partnership funding for a trail along west side of Lesperance Road from Riverside Drive (Ganatchio Trail) to Town Hall complex.</li> <li>▪ Town's Ontario Municipal Cycling Infrastructure Program Application was approved by MTO for a \$325,000 grant towards the construction of the extension of the Regional Greenway westerly to the Rt. Hon. Herb Gray Parkway Trail in conjunction with ERCA and County of Essex. Land acquisition for the trail is ongoing and construction is anticipated in early spring 2017.</li> <li>▪ Council approved the completion of design work for a CWATS trail to be located along Riverside Drive from the Tecumseh/Windsor Municipal Boundary to Manning Road. Project is expected to be tendered in 2017.</li> <li>▪ Public Works and Environmental Services department has extended various sections of sidewalks throughout Town to enhance pedestrian safety.</li> <li>▪ Successful in obtaining a Canada 150 Community Infrastructure Program grant to pave and add additional recreational features to Lakewood Park (2016) that encourage activity for healthy living. These features include:             <ul style="list-style-type: none"> <li>○ Paving of perimeter trail in July 2016, improving accessibility.</li> <li>○ Installation of outdoor exercise equipment in late 2016.</li> <li>○ Installation of a Children's Climbing Rock.</li> <li>○ Installation of a Disc Golf Course.</li> <li>○ Installation of a pedestrian access bridge to allow direct access off Little River Boulevard.</li> </ul> </li> <li>▪ Replaced trail linking Shawanoe Park to the neighbourhood to the west via Parkland Crescent.</li> <li>▪ Converted existing streetlight inventory to more energy efficient LED technology resulting in lower energy costs. First cheque for \$196,000 provided to the Town in November 2016.</li> <li>▪ Continued to liaise with municipal partners on the CWATS initiative.</li> <li>▪ All new accessibility sidewalk ramps being installed as part of AODA compliance.</li> </ul>	
<p><b>Comprehensive Community Services</b></p>	<ul style="list-style-type: none"> <li>▪ Facilitate targeted programming that responds to the needs and demographics of users.</li> <li>▪ Promote or support a wide range of indoor and outdoor recreation and leisure opportunities in order to encourage community development.</li> <li>▪ Support and encourage improved Emergency Response Planning.</li> </ul>	<p>Parks &amp; Recreation          Parks &amp; Recreation          All</p>

<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Various annual recreational programs successfully delivered, including Summer Day Camp, swim and recreational skating programs, urban poling walking program, and In Motion Community Walk.</li> <li>▪ Continued review of Emergency Plan – updated exercise.</li> <li>▪ Ongoing public education and awareness of community emergencies and Fire Safety (information pamphlets circulated). Annual Fire Prevention Week Open Houses in October had approximately 1,500 in attendance over 4 nights.</li> <li>▪ Increased electronic and social media posts on emergency preparedness and coordination with emergency services on sharing of details for ongoing information.</li> <li>▪ Meeting goals regarding training members of the Emergency Operation Centre, particularly new participants.</li> <li>▪ Upgrades made to Emergency Operation Centre.</li> <li>▪ First municipality in Essex County to implement a new and improved Citizen Mass Notification system that proved essential during the September 2016 rain event.</li> <li>▪ Introduced new programs and events including “Try a Sport Day” and Canada Day celebration. Enhanced Canada Day celebration planned for the Canada 150 celebrations in 2017.</li> <li>▪ Introduced different ice rental opportunities such as 1/2 and 1/3 ice surface to suit the training needs of small groups.</li> <li>▪ Installation of climbing rock in Lakewood Park in 2016, the only location with this feature in this region.</li> <li>▪ Installation of a disc golf course in Lakewood Park in Fall 2016, the first of its kind for this region.</li> <li>▪ Installation of adult outdoor exercise equipment.</li> <li>▪ Paved perimeter of Lakewood Park for increased accessibility in July 2016.</li> <li>▪ Installation of pedestrian access bridge to provide access to Lakewood Park from Little River Boulevard in December 2016.</li> <li>▪ Introduced a Youth and Senior Advisory Committee.</li> </ul>	
<p><b>Tecumseh’s Diversity and Inclusivity</b></p>	<ul style="list-style-type: none"> <li>▪ Encourage policies, programs and services that reflect the needs of existing residents and newcomers.</li> <li>▪ Celebrate the Town’s diverse nature, landscape and neighbourhoods.</li> <li>▪ Encourage special events and community festivals to promote inclusivity.</li> </ul>	<p>All</p> <p>All</p> <p>Parks &amp; Recreation</p>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Tecumseh Coffee House hosted by the Cultural and Arts Advisory Committee.</li> <li>▪ Partnership with L’Essor High School on the unveiling of the auditorium sign, in conjunction with a joint fundraising initiative—Speed Painting by Paul Murray.</li> <li>▪ Various special events and community festivals successfully delivered:                         <ul style="list-style-type: none"> <li>i. Family In Motion Day</li> <li>ii. Sport Tournaments</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>iii. Community Festivals: Taste of Tecumseh, Dragon Boats, Corn Festival</li> <li>iv. Walk-A-Thons, Cross-Country, Triathlons</li> <li>v. Try a Sport Day</li> <li>vi. Summer Concert Series at Lakewood Park</li> <li>vii. Canada Day Celebration</li> <li>viii. Outdoor Movie Night</li> <li>ix. Christmas in Tecumseh &amp; Santa Parade</li> <li>x. Night Market</li> </ul>
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**Strategic Goal #4:**

**Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses**

Priority Areas of Focus	Strategic Action Items	Department Responsible
<b>Improved Communication</b>	<ul style="list-style-type: none"> <li>▪ Reaffirm Council and Staff's commitment to a culture of transparency, openness and accessibility.</li> <li>▪ Commit to constructive, two-way dialogue.</li> <li>▪ Promote transparency through improved communication with residents, making better use of existing and emerging communication tools, such as a "Town App".</li> </ul>	<p>All</p> <p>All</p> <p>IT</p>
<b>Progress</b>	<ul style="list-style-type: none"> <li>▪ Hiring of Manager Strategic Initiatives to assist with economic development and communications. Communications Plan implemented in July 2016 that includes increased communications and public outreach through regular activities and special events/circumstances.</li> <li>▪ Publishing of Preliminary Agendas for Regular Council meetings seven days in advance.</li> <li>▪ Increased postings to website and through Social Media and News Releases to increase outreach via electronic methods. Follower numbers on social media pages continues to increase at a rate of 1% per week. This proved beneficial during the September 2016 rain event to advise members of the public of what was happening and where to get more information. The Town received compliments from a number of organizations including the Ministry of Municipal Affairs and Housing for the up-to-date information and constant sharing of new details to the public through electronic channels.</li> <li>▪ Implementation of new Agenda Management Software. Agenda management rolled out in July 2016. Report management component to be implemented in early 2017.</li> <li>▪ Increased use of Social Media for road closures, construction updates and service delivery disruptions.</li> <li>▪ Town App (iHub) launched in August 2016 with plans to expand and add new features in January 2017 to link businesses and commercial partners to the App.</li> <li>▪ Continued expansion of Town branding. New marketing materials have been developed for use on webpage and social media as well as at public events.</li> <li>▪ Design and installation of new gateway signs on Highway 401 underway.</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ A new Records Management System will be implemented in 2017.</li> <li>▪ Upgrade to Recreation Software is underway that will provide online registrations for programs offered in summer 2017 to enhance customer service.</li> </ul>	
<p><b>Meaningful Opportunities for Participation</b></p>	<ul style="list-style-type: none"> <li>▪ Evaluate opportunities for enhanced participation in Town policy making, through such methods as individual and stakeholder consultations.</li> <li>▪ Inspire the citizens of Tecumseh to look ahead to a common prosperous and sustainable future.</li> <li>▪ Going beyond Council delegations: use new innovative methods and technological platforms to facilitate engagement.</li> </ul>	<p>All</p> <p>All</p> <p>IT</p>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Introduced a pre-budget consultation survey for the 2016 budget process and continued through the 2017 budget development process.</li> <li>▪ CIP Streetscape Plan and Design process used a “pop-up” event along Tecumseh Road and attendance at the Night Market to seek public engagement during development of plan, and BIA Boundary Review.</li> <li>▪ Citizen Satisfaction Survey completed and reported to Council in April 2016. Results were positive showing 99% of citizens are pleased with the overall level of service received. Some areas for improvement include awareness and public engagement.</li> <li>▪ Conducted a Ward Boundary and Council Structure Review with public consultations and stakeholder engagement. An Interim Report was presented to Council in December 2016.</li> <li>▪ Appointments to the new Senior and Youth Advisory Committees. Meetings have commenced as well as the launch of Facebook and Twitter pages for the Youth Advisory Committee.</li> <li>▪ Online surveys have been promoted and deployed on several projects to facilitate engagement. This includes the survey on the Ward Boundary and Council Structure Review.</li> <li>▪ Increased use of public consultation on capital projects, municipal drains, environmental assessments and master plan updates including seeking public input through new and innovative activities like participation in local events.</li> <li>▪ Reviewing expanded opportunities for community engagement and implemented changes. These changes included: implementation of Town App, increased posting on social media; updates to web site and pages; linkages to other Town department social media; and, encouraging feedback and sharing of pro-active information in timely manner.</li> <li>▪ Conducted public consultations for Multiplex Feasibility Study.</li> <li>▪ Working with community to transfer the Tecumseh Corn Festival from a municipal event to a sustainable community organized and operated event.</li> </ul>	

<p><b>Efficient Town Operations</b></p>	<ul style="list-style-type: none"> <li>▪ Undertake an organizational review, with a focus on continuing good managerial performance and on “succession planning” for key management positions over time.</li> <li>▪ Undertake a service level review, either comprehensively, or on a service-by-service basis.</li> <li>▪ Undertake an asset management review, to update the Town’s pioneering work in asset management planning.</li> <li>▪ Participate in inter-municipal benchmarking and sharing of innovation and best practices.</li> <li>▪ Ensure policy and budget choices support the maintenance of a competitive tax rate.</li> <li>▪ Facilitate appropriate service-utility levels and links with cost-of-services and program charges.</li> </ul>	<p>CAO</p> <p>All</p> <p>Finance</p> <p>All</p> <p>Finance</p> <p>All</p>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Received seventh consecutive GFOA Distinguished Budget Presentation Award.</li> <li>▪ Recruited and filled two student positions in Public Works and Environmental Services. Recruited and filled Storm Sewer Operator position.</li> <li>▪ Recruitment completed for the new financial position of Purchasing Officer.</li> <li>▪ Hired two summer students in Finance.</li> <li>▪ Carrying out in-house updates to the Asset Management Plan. Draft plan to be available 1st quarter of 2017.</li> <li>▪ Continuation of the successful DWQMS program for effectiveness in providing safe drinking water for consumers. Continues with high degree of success.</li> <li>▪ Multi-Use Sportsplex Feasibility Study and Business Case presented to Council in May 2016 and approved in principle. Further design work and financing plan to be developed.</li> <li>▪ Exploring the use of technology to derive Key Performance Indicators (KPI’s) as a measurement tool.</li> </ul>	
<p><b>Tecumseh’s Customer Service</b></p>	<ul style="list-style-type: none"> <li>▪ Improve service delivery models to ensure satisfactory response times and service outcomes.</li> <li>▪ Commit to biennial customer satisfaction surveys and feedback mechanisms, including greater detail to support analysis and responsiveness.</li> </ul>	<p>All</p> <p>IT</p>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Completed a number of service reviews in the Public Works &amp; Environmental Services Department and filled positions.</li> <li>▪ Water Division conducted a Customer Satisfaction Survey as part of the DWQMS. Surveys are included with monthly bills with an online option for completion. Overall, survey results show a 100% satisfaction rate. The survey provides an opportunity for residents to provide comments on Water issues outside of calling in to the Town offices. 2016 Resident Satisfaction survey was completed in May 2016 with favourable results. Areas of improvement will be reviewed with plans to continue to meet or exceed the expectations of our residents.</li> </ul>	

**Strategic Goal #5:**  
**Demonstrate the Town’s leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals**

Priority Areas of Focus	Strategic Action Items	Department Responsible
<b>Tecumseh’s Culture of Collaboration</b>	<ul style="list-style-type: none"> <li>▪ Further enhance good Council/Staff relations, based on continuing support for Council/Manager form of municipal government.</li> <li>▪ Encourage better sharing of information.</li> </ul>	<p>All</p> <p>All</p>
<b>Progress</b>	<ul style="list-style-type: none"> <li>▪ Council updated on resource utilization (GIS presentation).</li> <li>▪ Corporate Communications Training completed in 2016.</li> <li>▪ Council/Administration Monthly Meetings.</li> <li>▪ Communications and Social Media workshop for Council and senior management team. Introduction of iHubb app.</li> <li>▪ Continue to encourage improved information sharing through the introduction of new systems, tools and Communication Policy.</li> <li>▪ Publishing of Preliminary Agendas for Regular Council meetings seven days in advance.</li> <li>▪ Advertising in both the Shoreline Week and Essex Free Press.</li> <li>▪ Cross posting of all information through electronic channels and sharing of information from other Town social media channels.</li> </ul>	
<b>Voter Engagement in Tecumseh</b>	<ul style="list-style-type: none"> <li>▪ Promote community engagement.</li> <li>▪ Over time, evaluate Council “representation” issues, including measures that might improve the integration of pre-existing municipalities and that anticipate the need for more balanced representation-by-population, with the advent of residential growth in some of the existing wards.</li> <li>▪ Continue to promote voter participation through review of alternative voting methods.</li> </ul>	<p>All</p> <p>CAO/Clerk</p> <p>Clerk</p>
<b>Progress</b>	<ul style="list-style-type: none"> <li>▪ Ward Boundary and Council Structure Review consultations completed and Interim Report presented.</li> <li>▪ Citizen Satisfaction Survey completed and reported to Council in April 2016. Results were positive showing 99% of citizens are pleased with the overall level of service received. Some areas for improvement include awareness and public engagement.</li> <li>▪ Implemented communication strategies to reach out to public on electronic channels as well as utilize the website more effectively. Also included alternative methods of communication like the Night Market and pop-up booth at local business.</li> </ul>	

<p><b>Policy Coherence and Compliance</b></p>	<ul style="list-style-type: none"> <li>▪ Improve integration of key corporate decision-points and documents (Strategic Plan, Budget, Official Plan, project and departmental operating plans).</li> <li>▪ Improve opportunities for briefings, tracking of initiatives, use of dashboards and performance reporting.</li> </ul>	<p>All</p> <p>All</p>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Systems review for enhanced issues tracking and communications completed. Implementation of changes, modifications and process improvements underway.</li> </ul>	
<p><b>Maintain “Team Tecumseh”</b></p>	<ul style="list-style-type: none"> <li>▪ Ensure Tecumseh is, and is perceived as, an employer of choice.</li> <li>▪ Take measures to attract, train, retain and ensure proper succession planning, in anticipation of high turn-over due to aging of work force.</li> </ul>	<p>All</p> <p>CAO</p>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Ongoing efforts to maintain Town’s stature and competitiveness.</li> <li>▪ Wellness Committee Programs.</li> <li>▪ Gord Smith Healthy Workplace and Bike Friendly Workplace Awards.</li> <li>▪ Continuing support of professional development for Senior Management Team members interested in career advancement.</li> </ul>	
<p><b>Strategic Relationship Building</b></p>	<ul style="list-style-type: none"> <li>▪ Actively cultivate relationships with key stakeholders in order to maintain and build partnerships.</li> </ul>	<p>All</p>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Networking with community stakeholders and municipal sector colleagues on matters of municipal interest.                         <ul style="list-style-type: none"> <li>○ OPP Discussion Group to address community policing matters</li> <li>○ WEEDC attraction opportunities and Ombudsman connection</li> <li>○ Partnership with St. Clair College Men’s Baseball Team to use Lacasse Park, team is nationally and provincially recognized</li> <li>○ Continue to work with local school boards on joint use agreements for facilities/sports fields</li> <li>○ Continue to work with local service clubs on community assistance programs</li> </ul> </li> </ul>	
<p><b>Effective Inter-governmental Relations</b></p>	<ul style="list-style-type: none"> <li>▪ Build opportunities for policy and funding partnerships with the Governments of Ontario and Canada.</li> <li>▪ Actively participate in Municipal Associations and municipal policy development.</li> <li>▪ Continue to be a good neighbour at County and regional level.</li> </ul>	<p>All</p> <p>All</p> <p>All</p>
<p><b>Progress</b></p>	<ul style="list-style-type: none"> <li>▪ Input on policy matters provided to senior government contacts. Regular meetings with Ministry of Municipal Affairs and connections with federal partners.</li> <li>▪ CAO participates on AMCTO, OMAA and AMO project teams, board and/or committees.</li> <li>▪ Deputy Clerk is the AMCTO Zone 1 Director.</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ Interaction with County and Regional colleagues on sector matters of mutual interest, including participation on Committees: Essex Region Source Protection Committee policy implementation; CWATS Implementation; County-Wide Study on Farm Lot Sizes; and Intermunicipal Planning Consultation Committee; updates to Regional Intensity Duration Frequency rainfall curves to adapt to climate change; creation of a regional Stormwater Guide Manual.</li> <li>▪ Successfully hosted the Association of Municipalities of Ontario Board and Executive Meeting in June 2016.</li> <li>▪ Co-hosted CARHA Hockey World Cup in April and AMO Conference in August.</li> </ul>
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**SUCCESS INDICATORS**

A method to record success indicators will be developed that would reflect, at a high level, results realized when the Priority Actions are implemented. These Success Indicators will be qualitative and focused, providing a framework for specific quantitative performance measures to be reported by Administration.

**CONSULTATIONS**

Department Directors

**FINANCIAL IMPLICATIONS**

No financial implications at this time.

**LINK TO STRATEGIC PRIORITIES**

No.	2015-16 Strategic Priorities	Applicable
1.	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.	✓
2.	Ensure that the Town of Tecumseh’s current and future growth is built upon the principles of sustainability and strategic decision-making.	✓
3.	Integrate the principles of health and wellness into all of the Town of Tecumseh’s plans and priorities.	✓
4.	Steward the Town’s “continuous improvement” approach to municipal service delivery to residents and businesses.	✓
5.	Demonstrate the Town’s leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.	✓

**COMMUNICATIONS**

Not applicable

Website       Social Media       News Release       Local Newspaper

This report has been reviewed by senior Administration as indicated below and recommended for submission by the CAO.

Prepared by:

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Lesley Racicot  
Manager Strategic Initiatives

Recommended by:

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Tony Haddad, MSA, CMO, CPFA  
Chief Administrative Officer

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